

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**COMMAND INSPECTION PROGRAM**  
**EXCEPTIONS DOCUMENT**

Command: <b>Williams</b>	Division: <b>Northern</b>	Chapter: <b>7</b>
Inspected by: <b>Lt. David W. Fox.</b>		Date: 5-24-10

Page 1 of 2

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION <input type="checkbox"/> Division Level <input checked="" type="checkbox"/> Command Level <input type="checkbox"/> Executive Office Level		Total hours expended on the inspection:  24	<input type="checkbox"/> Corrective Action Plan Included  <input type="checkbox"/> Attachments Included
Follow-up Required: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Forward to: Northern Div  Due Date:		
Chapter Inspection:			
Inspector's Comments Regarding Innovative Practices:			

N/A

Command Suggestions for Statewide Improvement:

N/A

Inspector's Findings:

Overall, the William's Area is going a good job of providing Supervision and addressing the Training needs of personnel within the command. The sergeant's are engaged in the activities of area personnel and meet with them on a regular basis to discuss concerns.

The sergeant's encourage the officers to seek job related training and support officer's efforts to better themselves. Whenever possible, Departmental training opportunities are given to area personnel and area training days are productive and geared toward the needs of area personnel.

While the area sergeant's spend as much time as possible in the field, being down one Sergeant position since September 2009, has hampered their efforts. With one Administrative Sergeant, that leaves only one field supervisor to try and cover all shifts and all days. The Field Sergeant varies his hours to ensure he has contact with officers from both day and evening shifts and the Lieutenant also makes himself available during the Golden hour to have interaction with the officers from both shifts. The lack of a third Sergeant has also effected the completion of officer ride-a-longs. The area does have a ride-a-long assignment board and log which is used to document these occurrences; however, lacking the third Sergeant, ride-a-longs have not been executed to completion.

Area training days are well structured and are meeting the needs of the Area. While reviewing the photographs taken by Area personnel, it was noted that photographs do not always accurately depict the collision scenes, including all evidence present and relevant to the collision.

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Area evaluations are also behind schedule. This is due in part to the lack of a third Sergeant and the lack of an area commander for approximately 3 months prior to the current commander reporting.

While talking with various officers from the area, both special duty and road patrol, the officers appear to be happy with the command staff at the area and are becoming accustomed to the expectations of the new commander.

Commander's Response: ☒ Concur or ☐ Do Not Concur (Do Not Concur shall document basis for response)

Commander conducted inspection.

Required Action

Corrective Action Plan/Timeline

The Lieutenant and Sergeants will continue to meet with staff and will continue to conduct ride-a-longs to get the area back on course. The Lieutenant has implemented an area level project tracking system to track projects and reports due to division in order help keep the area management team informed of the progress of training needs, training days, and over due evaluations. The management team will work diligently to address the additional duties of the vacant Sergeant until the position can be refilled.

Bimonthly and or weekly meetings between area management personnel will be used to keep personnel informed of the progress of critical items and to ensure that team members are all working collectively toward achieving departmental and area goals.

The third quarter training day will be used to train personnel in the efficient use of area cameras and the proper protocol for taking photographs of collision and crime scenes.

<input type="checkbox"/> Employee would like to discuss this report with the reviewer. (See HPM 9.1, Chapter 8 for appeal procedures.)	COMMANDER'S SIGNATURE 	DATE 6-4-10
	INSPECTOR'S SIGNATURE 	DATE 6-4-10
<input type="checkbox"/> Reviewer discussed this report with employee <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do not concur	REVIEWER'S SIGNATURE 	DATE 6/7/10

**AREA MANAGEMENT EVALUATION****SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
Williams	Northern	0155
EVALUATED BY	DATE	
Lt. Fox	05/27/2010	

**INSTRUCTIONS:** Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE	
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input type="checkbox"/> No		COMMANDER'S REVIEW	
<input type="checkbox"/> Correction Report BY _____		DATE 05/28/2010	
1. GENERAL		EVALUATED	ACTION REQUIRED
			CORRECTED

a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No

(1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No

(2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No

b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No

(1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No

(a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No

c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No

(1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No

(2) Do employees initiate their own career development plan? ☒ Yes ☐ No

(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

**2. LIEUTENANTS (OTHER THAN COMMANDERS)**

EVALUATED	ACTION REQUIRED	CORRECTED
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a. What are the commander's plans for developing Area lieutenants?

(1) Are the plans in writing? ☐ Yes ☐ No

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No

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(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☐ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work? ☐ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☐ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☐ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations? ☐ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☐ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☐ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☐ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☐ Yes ☐ No

(b) Do they plan and make effective use of time? ☐ Yes ☐ No

(c) Do they work closely with subordinates? ☐ Yes ☐ No

(d) Do they foresee problems and plan for them? ☐ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☐ Yes ☐ No

### 3. SERGEANTS

EVALUATED

ACTION REQUIRED

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☐ Yes ☒ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? Encouraged to participate as an OIC in the Area. Assistance in studying for the promotional process is also provided.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No

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(a) Are sergeants conducting ride-alongs as required?

☐ Yes ☒ No

(b) How are ride-alongs documented? On Ride-a-long chart, 100's and 112's

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?

☒ Yes ☐ No

(a) How is courtroom observation documented? monthly 100 forms

(b) Has courtroom procedures/testimony training been provided for officers?

☒ Yes ☐ No

(7) What policy does Area have for review of reports? All arrest report will be reviewed by a supervisor. All CHP involved, Allied Agency involved, all fatal collisions and sensitive collisions will be reviewed by a Sgt and released by the Commander.

(a) How often do sergeants review and, if necessary, discuss reports with officers? Frequently, Sgt's routinely interact with Officers on corrections and clarifications in collision and arrest reports.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?

☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?

☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?

☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents?

☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.)

☒ Yes ☐ No

All fatal and collisions involving allied agencies, and any sensitive or high profile collisions.

(c) What role do sergeants assume at accident scenes? Incident Commander

(d) Are sergeants aware of MAIT call-out criteria?

☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? Twice

(9) Are daily briefings held for each shift?

☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control?

☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? In the daily shift assignment log.

(c) How are special duty officers briefed? By the day shift supervisor.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)?

(11) Do sergeants participate in Public Affairs activities?

☒ Yes ☐ No

(a) Have they received public speaking training from their commander?

☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation?

☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?

☒ Yes ☐ No

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(a) How do sergeants keep current on additions or revisions to policy? Policies are e-mailed to members of the staff to ensure they receive notification.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.? ☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates? ☒ Yes ☐ No

**4. OFFICERS**

EVALUATED

ACTION REQUIRED

CORRECTED

a. Does Area have a formal orientation training program? ☒ Yes ☐ No

(1) Does a supervisor oversee this program? ☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training? ☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified? ☐ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program? ☒ Yes ☐ No

(1) Has an effective training program plan been developed? ☒ Yes ☐ No

(a) Does it reflect both current and future needs? ☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs? ☒ Yes ☐ No

(c) Are plans regularly updated? ☒ Yes ☐ No

(2) Who is responsible for training? The training Sgt and training officer.

(a) Is this person effective? ☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled? ☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled? ☐ Yes ☒ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Local contacts, allied agencies and resumes of community members.

(3) What methods are used by Area to establish training needs? Review of incident reports, collision reports, interviews with employees and personal observation of Sgts over employees.

(a) Do training topics appear relevant? ☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis? ☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Training Sgt and training officer.

(1) Are all officers proficient with cameras? ☐ Yes ☒ No

(a) If not, are enough trained to meet operational needs? ☒ Yes ☐ No

(b) Is refresher training provided periodically? ☒ Yes ☐ No

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(c) Who reviews photographs when they are returned? The Area Accident Investigation Review Officer and periodically the Sgt.

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No(2) Is one specific person responsible for Defensive Driver Training? ☒ Yes ☐ No(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No(3) Are there any special needs in the Area? ☐ Yes ☒ No(a) If so, has any special training been provided in those areas? ☐ Yes ☐ No(4) Are all officers currently certified in CPR? ☒ Yes ☐ No(a) Is annual training conducted on schedule? ☒ Yes ☐ Nod. Is one specific person responsible for training records? ☒ Yes ☐ No(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? Employee training records system.

(3) Are In-Service training records complete and current? ☒ Yes ☐ No(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No(4) Are records of individual officers current? ☒ Yes ☐ No**5. NONUNIFORMED**

EVALUATED

ACTION REQUIRED

CORRECTED

a. What special training has been planned for nonuniformed employees? Currently, no specialized training is scheduled.

b. Is there a planned orientation for new employees? ☒ Yes ☐ No(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No(2) Have new employees reviewed the video, "Spirit of Excellence"? ☒ Yes ☐ No**6. EVALUATION PROCESS**

EVALUATED

ACTION REQUIRED

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? The field Sgt frequently interacts with employees at active scenes and during ride-a-longs. The commander meets with Sgts on a regular basis to discuss performance of employees and to ensure Sgts are observing employees when appropriate. In the absence of Sgts the commander responds to incidents to assume incident command responsibilities.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No(2) Are evaluations done on schedule? ☐ Yes ☒ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? On monthly 112's.



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b. What records do the supervisors keep on the employees they supervise? Monthly 100 forms.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No(3) Do all supervisors contribute to the records? ☒ Yes ☐ No(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ Noc. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No**7. INTERIM REPORTS**

EVALUATED

ACTION REQUIRED

CORRECTED

a. Are interim reports utilized as appropriate? ☐ Yes ☐ No(1) Do supervisors understand the procedures for issuing them? ☐ Yes ☐ No(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☐ Yes ☐ Nob. Are interim reports periodically updated and discussed with the employee? ☐ Yes ☐ No(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☐ Yes ☐ No(2) Are definite methods outlined to achieve satisfactory performance? ☐ Yes ☐ No(3) Are controls and follow-up present? ☐ Yes ☐ No(4) Is the plan of action fully discussed with the employee? ☐ Yes ☐ No(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☐ Yes ☐ No**8. INCIDENT REPORTS (CHP 2)**

EVALUATED

ACTION REQUIRED

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Supervisors or commander.

(2) How are they filed? Electronically under the restricted access folder and hard copies are locked and filed by the OSS 1.



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(3) Are they available for supervisor's review? ☒ Yes ☐ No(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? *COMMANDER* ☒ Yes ☐ Nob. Are incident reports properly worded? ☒ Yes ☐ No(1) Do they state the subject in plain, concise language? ☒ Yes ☐ No(2) When appropriate, do they set goals and provide meaningful direction? ☒ Yes ☐ No(3) Do they accomplish their purpose? ☒ Yes ☐ Noc. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? ☒ Yes ☐ No**9. ATTITUDES AND DISCIPLINE**

EVALUATED

ACTION REQUIRED

CORRECTED

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? The employees feel good about their work and feel they accomplish the overall goals of the Department. Employees are happy and confident in their supervisors and management as a whole.

(1) Do officers feel their work is a valuable contribution to the departmental operation? ☒ Yes ☐ No(2) Are there frustrations in their work? ☐ Yes ☒ No

(a) How can these frustrations be reduced?

(3) Are employees familiar with recent changes in policy or procedure? ☒ Yes ☐ No(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? ☒ Yes ☐ No(5) Do all employees get along well? ☒ Yes ☐ No(6) Are there problem individuals? ☒ Yes ☐ No(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? ☒ Yes ☐ Nob. Is there a positive motivation force present in the squad? ☒ Yes ☐ No(1) Is a climate created so that individuals want to do a good job? ☒ Yes ☐ Noc. Are the grievance and complaint procedures understood by all supervisors and employees? ☒ Yes ☐ No

(1) How do supervisors feel about the procedures? The Sgts understand the process and encourage employees to use the procedures when appropriate.

(2) If there has been a recent case filed, was it handled successfully? ☐ Yes ☐ No(a) If no, did it properly proceed to the next appropriate level? ☐ Yes ☐ No(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual? ☒ Yes ☐ No